



View from patio of Danzinger Vineyards (2018).

Danzinger Vineyards: A View to the Future

Capstone Research and Planning Report
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Figure 1. Danzinger Vineyards tasting room (2018).

“Good wines - great ambiance - fabulous day”

Google 5 Star Review

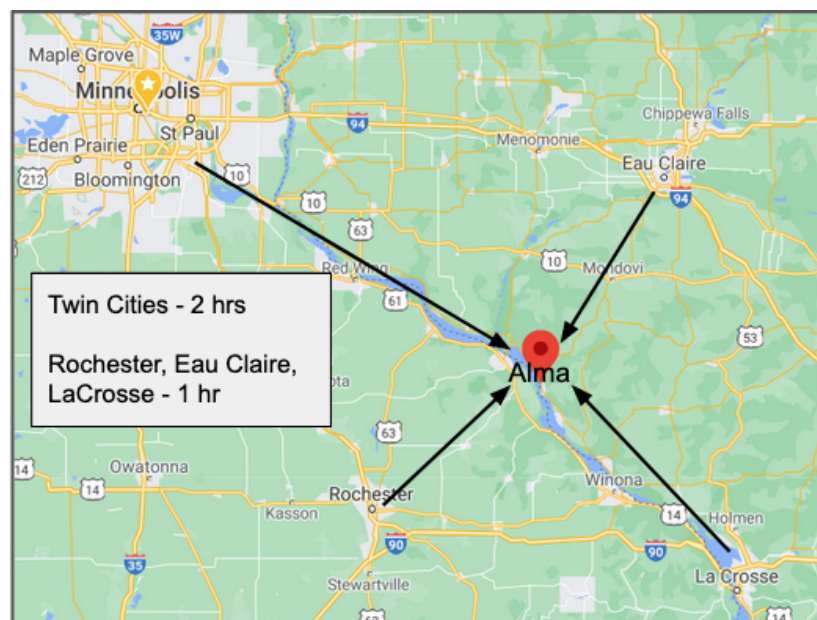
Situation Analysis

Executive Summary

Danzinger Vineyards opened to the public with a tasting room experience in April 2010. With its unique setting of Alma, Wisc., perched on the bluffs overlooking the Mississippi River, the winery became a destination along the Scenic Hwy 35 corridor on the Wisconsin side of the Mississippi. As more wineries have opened in the past decade, Danzinger Vineyards (DV) continues to be respected among Wisconsin and Minnesota wineries and popular with day and weekend tourists in the area. Danzinger Vineyards is looking to the future and how to attract new audiences and growing its online presence with an eye to potentially sell the business in the future. The near term goal is to sell more bottles of wine annually to a new generation of buyers.

Danzinger Vineyards has significant business, marketing, and brand opportunities which can be supported through a robust communications strategy.

Location



DV is located within 60 miles of Rochester, Eau Claire, and LaCrosse. From the Twin Cities metro, DV is 85 miles from St. Paul and 94 miles from Minneapolis. Twin Cities residents make up a large percentage of guests and hold a great opportunity with their large Millennial (816k), Generation Z (640k), and Baby Boomer (667k) populations (*Generations in the Twin Cities Metro Area*). People on a weekend trip often come from Milwaukee and Madison with a sprinkling from Chicago (M.Danzinger, personal communication, March 13, 2021).

Background

Alma is a small town of less than 900 people and is the county seat of Buffalo County. The city itself is only two streets deep due to its location between the bluffs and Mississippi River. Major employment includes county government, Dairyland Power Cooperative, and family-owned farms. The town is also home to Lock and Dam #4. More than 25 trains go through Alma daily. The nearest grocery store and hospital are in Minnesota with major bridges across the Mississippi in Nelson (9 miles north) and Winona (25 miles south).

Danzinger Vineyards is just off of and an unofficial member of the well-established Great River Wine Trail; a group of 10 wineries located in Minnesota and Wisconsin along Hwy 61 and Hwy 35 respectively. The two highways are collectively part of the Great River Road known for its scenic view. DV is no longer an official member of the Great River Road due to state provided funding. The State of Wisconsin will not fund tourism efforts that benefit non-Wisconsin businesses as the Great River Wine Trail does. DV and other Wisconsin wineries are in the process of creating their own association so they can access state tourism funds (P. Danzinger, personal communication, March 14, 2021). While DV no longer appears in the printed pieces, it does not affect their tourism. An additional tourist draw between State Hwy 35 and the DV is another scenic outlook called Buena Vista which offers a full view of the Mississippi and both the MN and WI bluffs surrounding the river.

Members of the Great River Wine Trail and competitors of DV are:

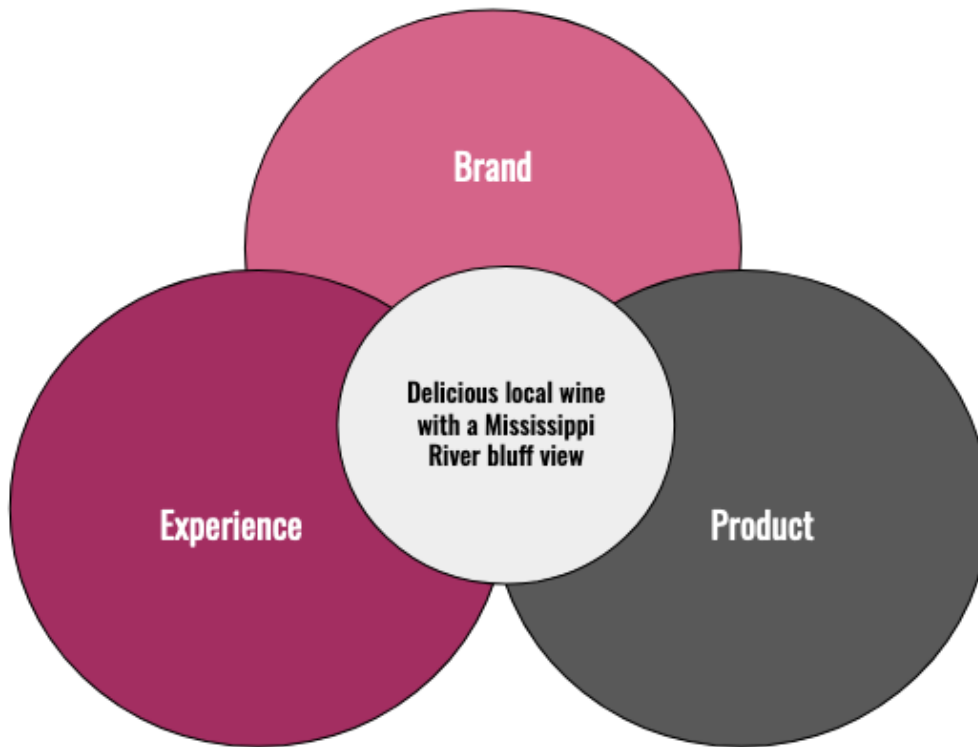


**Elmaro and Villa Bellezza Winery are largest competitors in experience or quality of wine*

Stakeholders

Primary Stakeholders	Secondary Stakeholders
<ul style="list-style-type: none"> <input type="checkbox"/> Owning family members <input type="checkbox"/> DS Farms (partial owner) <input type="checkbox"/> Employees <input type="checkbox"/> Customers 	<ul style="list-style-type: none"> <input type="checkbox"/> Fellow local business owners <input type="checkbox"/> City of Alma <input type="checkbox"/> Neighbors of the winery <input type="checkbox"/> Grape surplus buyers <input type="checkbox"/> Wineries within 50 miles <input type="checkbox"/> Descendants of current owners

Value Proposition



“Excellent wine and the best view in the state!”
Google 5 Star Review

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> ❑ Entered market at beginning of boom, established reputation ❑ Annually appears in media about area tourism ❑ Estate wine/grows own grapes, not dependent on vendors ❑ Location on bluff/excellent view/fall colors ❑ Other area attractions Scenic Hwy 35 ❑ Family-owned allows for nimble decision making ❑ Produces award-winning wines recognized by professional organizations ❑ Fiscally stable ❑ Wine club infrastructure in place 	<p>Weaknesses</p> <ul style="list-style-type: none"> ❑ Website is out of date ❑ Nine miles south of Nelson where WI/MN bridge is located ❑ Cannot place billboards on Scenic Hwy 35. Must own the property. ❑ Does not have commercial kitchen for dining ❑ No full-time personnel ❑ Dependent on free labor of some family members in key positions ❑ Mgmt lack of expertise in marketing and weary of spending money on advertising campaigns ❑ Weather tourism dependent ❑ Building smaller and less fancy than leading competitors ❑ Lacks tagline to capture experience
<p>Opportunities</p> <ul style="list-style-type: none"> ❑ Wine club expansion ❑ Website redesign ❑ Advertising. Less than \$500 is spent annually. ❑ Trend of wine club growth ❑ People looking to travel after COVID-19 ❑ Buy local movement ❑ Interesting founder story ❑ Partner with local restaurants and lodging to create packages ❑ County has world-class hunting drawing thousands of visitor in the fall 	<p>Threats</p> <ul style="list-style-type: none"> ❑ Cluster of other wineries in the area ❑ Initial older Babyboomer audience is beginning to age out of day trips ❑ Ability to attract and keep viticulturist to run vineyard ❑ Other area attractions Scenic Hwy 35 ❑ Restrictions on advertising along in key corridor locations ❑ Free family labor is aging and ready to step back ❑ Poor grape yield

Attendance Analysis

While DV does not keep attendance records, they estimate that 15,000- 20,000 people visit DV on an annual basis. The estimate is based on sales records. The vineyard sells an estimated 25,000 bottles of wine annually with the average purchase of two bottles per transaction (P. Danzinger, personal communication, March 14, 2021).

There are annual events for which they make sure they are fully staffed. The operation is a bit of a feast or famine with the bulk of the tasting room business happening on weekends May - October. Holiday weekends (Memorial, July 4, Labor Day) or just an extraordinarily beautiful

weekend can result in \$10,000 in sales. Other weekends during this time see \$5,000 a weekend (P. Danzinger, personal communication, March 14, 2021).

Competitive Analysis

For the purpose of this capstone, we will analyze DV, two local competitors, and Wisconsin's largest winery.

Danzinger Vineyards

Site	Exists	Analysis	Opportunity
Website	✓	The website is a liability with outdated graphics, difficult-to-read fonts, and incredibly text heavy with limited images.	<input type="checkbox"/> Storytelling <input type="checkbox"/> Highlight the view <input type="checkbox"/> Prominent sales button
Facebook	✓	Largely used to share dates/hours/sales with the occasional wine-related joke.	<input type="checkbox"/> Storytelling <input type="checkbox"/> Behind-the-scenes-wine-making <input type="checkbox"/> Fun surveys/polls for increased interaction
Instagram	✓	360 followers, 84 posts. Sales. Season greetings.	<input type="checkbox"/> Experiences, views, local attractions
Twitter	✓	48 followers. Hours, hiring, sales, events	<input type="checkbox"/> Views, wine, experiences
TikTok			<input type="checkbox"/> Behind the scenes, sunsets, experiences
Pinterest			<input type="checkbox"/> Wine/cheese pairings, weekend travel, local attractions, views
Yelp Reviews	✓	17 reviews. ½ stars. Site is unclaimed by DV.	<input type="checkbox"/> Claim site and interact with guests
Google Reviews	✓	71 reviews. 4.5/5 stars	<input type="checkbox"/> Add photos

Villa Bellezza Winery - "Southern Europe, Only Closer"

Site	Exists	Analysis
Website	✓	Logical navigation, many images, event booking button prominent, recommendations for hotels and other natural sites, lacks sales button for wine
Facebook	✓	Wines, hours, area events, chat function available
Instagram	✓	Less about the wine and more about the experience with heavy emphasis on the wedding venue.
Twitter	✓	Restaurant and event promotion
TikTok		
Pinterest	✓	Wedding images and wine profiles
Yelp Reviews	✓	Site claimed by owner, 49 reviews, 4 stars, image heavy
Google Reviews	✓	242 reviews, most regarding the restaurant. 4.6/5 stars

Elmaro - "Your Napa, Close to Home"

Site	Exists	Analysis
Website	✓	Images, founder story, easy navigation
Facebook	✓	Events, wine profiles, and some behind-the-scenes videos
Instagram	✓	3,000 followers, 300 posts
Twitter	✓	100 followers, 190 tweets, weather reports encouraging visits, limited images
TikTok		
Pinterest	✓	Not very developed. So many sponsored ads that it is difficult to select a theme
Yelp Reviews	✓	37 reviews, 5 stars. Image heavy, site unclaimed by owner
Google Reviews	✓	106 reviews, 4.8/5 stars. Image heavy

Wollersheim Winery, Distillery, and Bistro

Site	Exists	Analysis
Website	✓	Lots happening on site. Sorts visitors by winery, distillery, or bistro. Account access for direct sales. Rotating images.
Facebook	✓	Polished content featuring dining, wines, spirits, and local attractions.
Instagram	✓	11,500 followers, 1,755 posts, curated and professional photography
Twitter		
TikTok		
Pinterest		Appears on site in tagged content, but does not have own boards
Yelp Reviews	✓	Claimed. 140 reviews. 4.5/5 stars. Image heavy
Google Reviews	✓	424 reviews. 4.8/5 stars. Image heavy

Communications Goals and Objectives

Goal

Differentiate DV from competitors by highlighting its award-winning wines, unique location, and founder story through their website and social media presence. The baseline goal is to sell more bottles of wine annually to a new generation of buyers.

Objective 1

Increase number of visitors to the vineyard among FOMOers leading to a 100% increase in followers across selected social media, online, and digital channels by August 2022.

Improve the quality of DV's Instagram content through consistent brand messaging that is a mix of informational and aspirational.

Objective 2

Gain and demonstrate recognition of the quality of DV wine by enrolling 50 more active subscribers to the wine of the month club by EOY 2022.

As part of website redesign and content strategy, DV will share its awards, customer reviews, new products, and best-sellers. Content can also be repurposed for social media through word-of-mouth and boosted posts.

Objective 3

Raise its recognition as a desirable location by recruiting 50 more Yelp or Google 4.5+ reviews by October 2022.

Promote social media reviews by offering in-person incentives to those who share their experience at DV on Yelp, Google Reviews, or Instagram.

Planning

Target Audience Insights

Danzinger Vineyards spends less than \$400 a year boosting social media posts (P. Danzinger, personal communication, March 14, 2021). With such channels cost effective and used by multiple generations, DV would benefit from reaching key audiences through such channels.

My Timers

- ☐ Older Gen Z and younger Baby Boomers (ages 48-62)
- ☐ Owns home in downtown, suburbs or exurbs
- ☐ Established in career
- ☐ More free time with children grown or near adulthood
- ☐ Enjoys rekindling friendships or spending time with adult children
- ☐ Frequent leisure traveler as established in career with greater flexibility in work schedule/access to vacation time
- ☐ Rediscovering and exploring what interests them
- ☐ Curious and open to new experiences
- ☐ Traditionally at height of career earnings with the most discretionary income of their life

Desires

- ☐ To be active while still in good health, wants to make up for leisure time lost from intense childrearing and career-building years. They are burnt-out and are looking to spend some time carefree and enjoy the moment.

Barriers

- ☐ Knowing where to look to find experiences
- ☐ Time conflicts with possible familial obligations such as grandchildren or caring for aging parents

Other Activities enjoyed by this age group:

- ☐ Second/weekend homes
- ☐ Grandchildren
- ☐ Domestic and foreign travel
- ☐ Concerts
- ☐ Volunteering
- ☐ Gardening
- ☐ Classes for enjoyment
- ☐ Exercising
- ☐ Sporting events
- ☐ Dining out
- ☐ Cooking
- ☐ Reading

FOMOers

- ☐ Younger GenX and older Millennials (ages 28-47)
- ☐ Professionals with college education
- ☐ Urban or suburbs
- ☐ Social media has always been part of adulthood
- ☐ Technologically savvy, relies on online recommendations for vacations, restaurants, and events
- ☐ In the midst a career-building and child-rearing years with limited time but values free time and a good work/life balance
- ☐ A “good life” defined by experiences more than material goods
- ☐ A driving force behind “buy local” movement for environment and social responsibility reasons
- ☐ Peers influence regarding social activities is strong
- ☐ Wants to continue to grow interests, less driven by money/trappings of achievement than parents
- ☐ Values time with peers
- ☐ Wants to enjoy life through all life stages, seeks flexibility in working conditions to achieve a quality of life

Desires

- ☐ Important to keep individuality and not sacrifice who they are for work achievement or get lost in childrearing. Friendships and connections with peers are important. Wants to keep growing and exploring new trends and to be “in the know.”

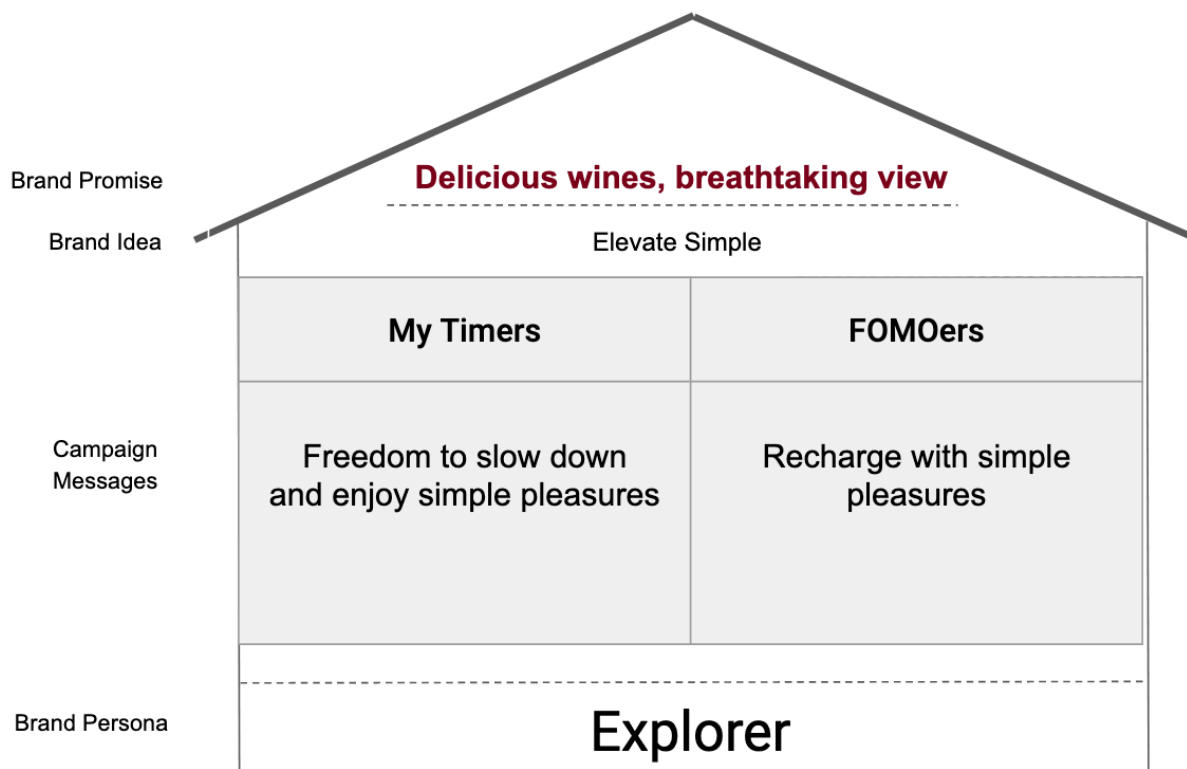
Barriers

- ☐ Time is precious as many FOMOers may still have a second job or are raising children. Easy-to-access experiences are optimal.
- ☐ Limited disposable income as FOMOers are in an expensive phase of life with possible college loans, mortgage, and/or childcare expenses.

Other Activities enjoyed by this age group (*Gen Z & Millennials' 20 Favorite Things to Do For Fun Proves Their Homebody Status, 2020* and *Here's What Gen Z & Millennials Do for Fun When They're Not On Their Phones, 2017*):

- ☐ Outdoors/nature activity
- ☐ Sports/exercise
- ☐ Concerts/festivals
- ☐ Cooking
- ☐ Watch TV/Streaming
- ☐ Gaming or playing board games
- ☐ Socializing
- ☐ Going out to bars/restaurants
- ☐ Travel
- ☐ Playing with pets
- ☐ Crafting

Brand Narrative



Implementation

Objective 1

Increase number of visitors to the vineyard among FOMOers leading to a 100% increase in followers across selected social media, online, and digital channels by August 2022.

Improve the quality of DV's Instagram content through consistent brand messaging that is a mix of informational and aspirational. Content must be relevant to potential guests (primarily FOMOers) and enticing enough to encourage them to plan a day trip including new products you can only try onsite such as the introduction of wine seltzers. Channel is for guest's enjoyment and not simply a functional communication channel for business announcements. Hire a professional photographer to visit the winery in June and October to create albums of the wines, the view, vineyard, and behind-the-scenes winemaking that can then be used throughout the year. The photographer could also take photos of area attractions such as Buena Vista, the fishing float, and the train bridge so DV can help potential guests envision a day trip. Danzinger Vineyards is the highlight of the day trip and so memorable that people purchase wine to take home with plans of returning during another season.

Bonus idea: install a 24-hr outdoor camera pointing at the view and make its live feed available from the website, social media channels, and earthcam.com.

	April-June	July-Sept	Oct-Dec	Jan-March
Instagram	Daily	Daily	2-3x a week	1-2x a week
Facebook	3-4x a week	3-4x a week	2-3x a week	1-2x a week
Website	Review weekly	Review weekly	Review weekly	Review weekly
Twitter	2-3x a week	2-3x a week	1-2x a week	1-2x a week

DV should invest in “boosted” posts to attract Twin Cities residents in the months of June - September that center on the experience and local wine. In November and December, ads should promote the wine club as an ideal holiday gift that is both delicious and supports the “local” movement. DV should pilot \$100 a week on such posts during the peak season and then again from early November to mid-December.

DV will need to invest in a professional social media content creator/manager. The person does not need to be local and should be budgeted at \$25 an hour with a post-to-hour 1:1 ratio to ensure proper research, photo editing, message creation, and channel management.

Objective 2

Gain and demonstrate recognition of the quality of DV wine by enrolling 50 more active subscribers to the wine of the month club by EOY 2022.

As part of website redesign and content strategy, DV will share its awards, customer reviews, new products, and best-sellers. Content can also be repurposed for social media through word-of-mouth and boosted posts.

Broaden the offerings of the wine club to allow guests to select a club for white, red, or combination. Match wines to the season such as Rose Valley Rosé for July, November Dawn for November, etc. Point of sale drawings to win a one-time shipment with every Instagram post or positive review to Google Reviews or Yelp. Heavily promote the wine club during hunting and holiday season as corporate gifts, a souvenir hunters bring back to their partner or a gift people will enjoy the entire year. Encourage wine club members to share images of them opening and enjoying the wine on their social media. Include a voucher for a bottle of wine in one random shipment a month that must be redeemed in person to encourage a repeat trip.

Using a website builder such as SquareSpace or Wix, DV could keep the website build and management in-house though I recommend hiring a professional to build the site in one of the above-mentioned platforms and then hand over the management of the site to either in-house staff or web designer. Either in-house or contracted, all three of DV's communication objectives will require proactive, consistent attention.

Objective 3

Raise its recognition as a desirable location by recruiting 50 more Yelp or Google 4.5+ reviews by October 2022.

Promote social media reviews by offering in-person incentives to those who share their experience at DV on Yelp, Google Reviews, or Instagram, including the chance to win a membership to the wine club or a gift card for merchandise. Begin by "claiming" the Yelp Review site and interact with guests regarding their experience. This is an ongoing effort and an opportunity to demonstrate the friendliness and knowledge of staff. This can also be a responsibility of the social media manager.

Social Media Priorities and Frequency

	April-June	July-Sept	Oct-Dec	Jan-March
Instagram	Daily	Daily	2-3x a week	1-2x a week
Facebook	3-4x a week	3-4x a week	2-3x a week	1-2x a week
Website	Review weekly	Review weekly	Review weekly	Review weekly
Twitter	2-3x a week	2-3x a week	1-2x a week	1-2x a week

Content Topics by Channel and Month

WC = Wine Club, P= Product, BTS= Behind the Scenes, AV = Attractions/View, LF= Live Feed

	Owned Topics	Shared Topics	Paid Topics	In-house Topics	Projects
2021					
June	AV, P, LF	P, LF	AV	Yelp/GR/ Social, LF	
July	AV	BTS, P, LF	AV	Yelp/GR Social, LF	Install live camera, Seasonal photography
August	AV	BTS, P	P, AV	Yelp/GR/ Social, LF	
September	AV	BTS	P	WC, LF	Launch new site
October	WC, LF, P, AV	BTS, P, LF	WC, P	WC/Social , LF	Seasonal photography, Wine club promotion
November	WC, P	P	WC, P	WC	
December	AV, WC, P	BTS, P, LF	WC, P	WC, LF	Seasonal photography
2022					
January	AV	AV			
February	AV	P, BTS			
March	AV	AV		WC	
April	WC, AV	BTS	WC	WC/Social	
May	AV,WC	BTS	WC	Yelp/GR/ Social, LF,	

				WC	
June	AV, P, LF	P, LF	AV	Yelp/GR/ Social, LF	Seasonal photography
July	AV	BTS, P, LF	AV	Yelp/GR Social, LF	
August	AV	BTS, P	P, AV	Yelp/GR/ Social, LF	

Budget

2021				
Project	Frequency	Rate	Annually	One-time Project
Photographer	Full-day (Seasonally)	\$1,000 per day	\$4,000	
Social Media Manager	Varies	\$25 per hour	\$8,000	
Initial Website Development	One-time	Project-based		\$2,000
Graphic Designer for labels	One-time and then as needed	\$75 per hour, 20 hrs for label redesign		\$1,5000
Social Media Boosts	Varies by season	Varies	\$2,000	
In-store promotions (printing, etc.)	On-going	Project-based	\$1,000	
Total Investment			\$15,000	\$3,500

Evaluation

Objective 1 Evaluation

Increase number of visitors to the vineyard among FOMOers leading to a 100% increase in followers across selected social media, online, and digital channels by August 2022.

As of May 2021:

- 5,529 people have “liked” the DV Facebook page
- DV has 369 followers on Instagram
- 48 followers on Twitter at DanzVineyards

Once a social media manager (SMM) is hired and the campaign underway, the SSM can manage the program with quarterly updates submitted to owners to show progress. These updates should be compared with wine sales during that time to determine if there is correlation or pattern that emerges for effective communications. A period of social listening of the channels before, during, and after the campaign will also show if the content of the exchanges has changed from business questions such as hours to questions about the wine, attraction, events, etc.

Objective 2 Evaluation

Gain and demonstrate recognition of the quality of DV wine by enrolling 50 more active subscribers to the wine of the month club by EOY 2022.

Interview with one of the owners revealed that the wine club has an estimated 30 active wine club members receiving wine on a regular basis. Following the activation of website, in-house, and social media promotions, track the increase in active wine club members at year’s end and evaluate effectiveness of campaigns surrounding key activation events (Mother’s Day, Hunting, Christmas). A survey sent to people when they deactivate their wine club plan could also unveil pain points for customers and create an opportunity to improve the program.

Objective 3 Evaluation

Raise its recognition as a desirable location by recruiting 50 more Yelp or Google 4.5+ reviews by October 2022.

As of May 2021, DV has

- 17 Yelp reviews
- 75 reviews on Google

After in-store and social media promotions are activated, track the increase in reviews and reach out customers who may have had a less-than-stellar experience for insights. An annual

content analysis of the reviews posted that year can provide insights on what is working well and areas where improvements could be made to the product and/or experience.

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Appendices

Interview Method and Insights

Primary research included interviews with two owners of DV in separate Zoom interviews as well as emails and texts. The owner interviews were with Penny Danzinger who runs the day-to-day business and Melvin Danzinger who is a jack-of-all-trades for the winery and is currently also serving the vineyard's viticulturist. Both owners have been with the operation since its inception. An additional Zoom interview was conducted with Anna Maenner, CEO of the Wisconsin Winery Association. All interviews were 20-30 minute calls and email communications in March 2021. The interviewer was located in Minnesota and experts in Wisconsin.

Insights from interviews with Melvin Danzinger and Penny Danzinger

Q - When did the winery open to guests? April 30, 2010

Insight: First acre of grapes was planned in 2003, Building constructed and opened as a winery in April 2010

Q - How many acres of grapes?

Insight: Currently there are 20 acres fenced in and 18 additional acres planted and developing. The vineyard is across a county road from the winery and not accessible to visitors though they can drive past it and see the hillside.

Q - How many bottles of wine are produced annually?

Insight: The number of bottles produced varies depending on yield and any remaining wine from the previous year. Wine produced with cold weather grapes should be consumed within three years of bottling. Danzinger Wineries (DW) keeps a set amount of grapes every year and then sells excess to other wineries. DW grapes are in such demand that they could sell their entire crop every year. There may be an opportunity to share that DW grapes are such high quality that other even the wine guests in the area originate at DW.

Q - How many bottles are sold?

Insight: The amount varies each year depending on what is produced and the traffic of tourism, which is also impacted by weather. 25,000 bottles is the average but some years have been as high as 40,000 bottles.

Q - What are the best sellers?

Insight: The predominant flavor profile is sweet. Top sellers are Mississippi Mist (a WI State Fair Winner), Late Harvest, Sunset Ridge, November Dawn.

Q - What have you determined is the ideal price point per bottle?

Insight: Prices change annually with demand and amount of bottles produced. Bottles sell robustly between \$15-\$19, but there is a significant drop in volume as it approaches \$20. During COVID, prices dropped because DV had extra wine and fewer wineries purchased their excess grapes. Overall, select dry wines and specialty wines sell for more than \$20 a bottle because they cost more to produce.

Q - How much is the average in-person sale?

Insight: The average sale is roughly \$36.00 which is the equivalent of two bottles of wine plus tax.

Q - How much is the average online sale?

Insight: Owner says the system doesn't show them that information. Employee training may be necessary to utilize the full program as it seems unlikely that a sales program doesn't provide such information. Prices of online sales depend on whether the customer is a wine club member as members receive a 12-15 percent discount. Possible opportunity to increase discount in volume purchases.

Q - When did the wine club begin? What are the best sellers?

Insight: Online sales were slow to get started but picked up over the past several years. The wine club began 3-4 years ago. Every month the selected wine is "winemakers choice" and driven by excess inventory. Club members cannot choose their wine but they can add to their order with their own selections and use their discount. Huge opportunity for ongoing contact with wine club members by allowing them to pick at least one bottle of their choice every month. There could also be a quiz to help those who don't know DV wine to create a flavor profile and then have wines recommended to them.

Q - Are there tiers or customization to the wine club?

Insight: No current tiers, all winemakers choice. As mentioned above, there are multiple opportunities to scale and personalize the wine club. Wine club sales exploded during COVID when tourism stopped and people wanted to support local businesses and treat themselves with something that could be delivered to their homes.

Q - How many guests visit the winery annually?

Insight: DV has not had much success in tracking the number of visitors. They estimate between 15,000 to 20,000 people depending on the weather. DV is dependent on good weather

which people decide to take a trip down the Mississippi Valley. All summer holidays are big draws as well as the fall colors. Sales drop significantly and tourism ends for the season the second weekend in November. Alma is located in Buffalo county and has some of the best deer hunting in the country. The county is overrun with hunters for both the bow and gun seasons. There is an opportunity to leverage such tourism to take home a gift for a wife/partner.

Q - How does the winery advertise for part-time employees?

Insight: Located in a community with less than 900 people, Facebook, word of mouth and local papers are how they get word out that they are hiring. Work in the DV tasting room is seasonal and largely on the weekend. DV has many of its original employees with several teachers working there in the summer to supplement income.

Q - What is the current starting wage for part-time employees?

Insight: Vineyard agricultural work is \$9.00 starting for part time seasonal but that amount goes up for seasonal full time, depending on experience. Tasting room employees receive \$8.50 an hour plus tips. Employees receive a 25 percent discount on wine.

Q - How long is a shift for a part-time employee?

Insight: Shift lengths vary depending on expected traffic and if there is an event scheduled. Long days can be 10 hours, but shifts can be customized to a person's availability. Staff share their availability and staffing is set off of that schedule.

Q - What are attributes you look for in a part-time employee?

Insight: DV looks for people who are flexible, reliable, honest, punctual, and interested in wine or want to learn. As owners are not always on-site, the ability to make decisions is also important. College students aged 21 and older are often good for two summers of work.

Q - What are the recurring reasons people give for why they resign?

Insight: Employees often leave if they find full-time work, return for the school year, or have had a life change such as a new baby. Rarely is the reason they left about the actual work but rather about life changes/balance.

Q - What do you see your largest hurdles for attracting employees?

Insight: Alma is located 30 minutes from larger area cities such as Winona and a full hour from LaCrosse, Eau Claire, and Rochester. The area is made up of small communities of less than 1000 people. Alma is a county seat, has a power plant, and a lock and dam. All those

employers offer good pay allowing for many families to live on one-income or enjoy dual-income and not need a side job.

Insights from interview with Anna Maenner

Q - What are some trends you're seeing in Wisconsin wineries?

Insight: Wineries are diversifying their products and expanding into ice wine, sparkling wine, ciders, and meads (a wine fermented with honey). Many are also adding "experiences" to their offerings so it is more than a wine tasting. Experiences include the addition of hiking trails, the ability to purchase a picnic basket and enjoy it in the vineyard or a community garden space.

Q - Are there any trends in the types of wine being produced out of the region?

Insight: While Wisconsin started as a fruit wine state, the diversity of product has grown with the introduction of cold-climate grapes and experience of winemakers.

Q - How has the pandemic impacted Wisconsin wineries?

Insight: The wineries had to get creative in getting their product out the door when the tasting rooms were closed. Wineries started to try new options they may not have considered prior to the pandemic. Examples are the Zoom tasting parties where guests are sent samples and then join a live event to learn about and try them.

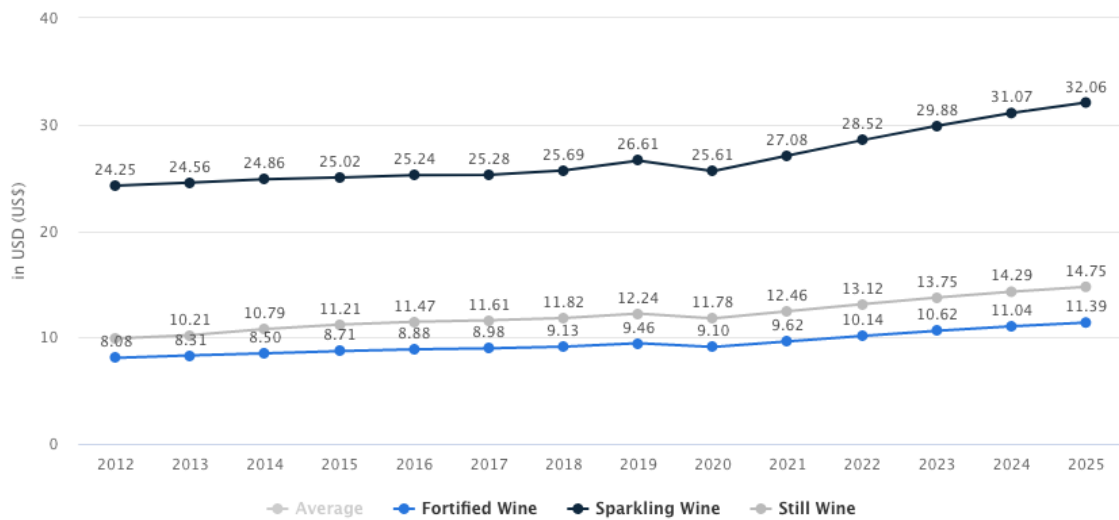
Q - Where do you see Wisconsin wineries in 5 years?

Insight: With Millennials and Gen Y also very interested in spirits, there is an opportunity into creating combinations of distillery and winery in a single experience.

Q - What does the future of wine look like in Wisconsin?

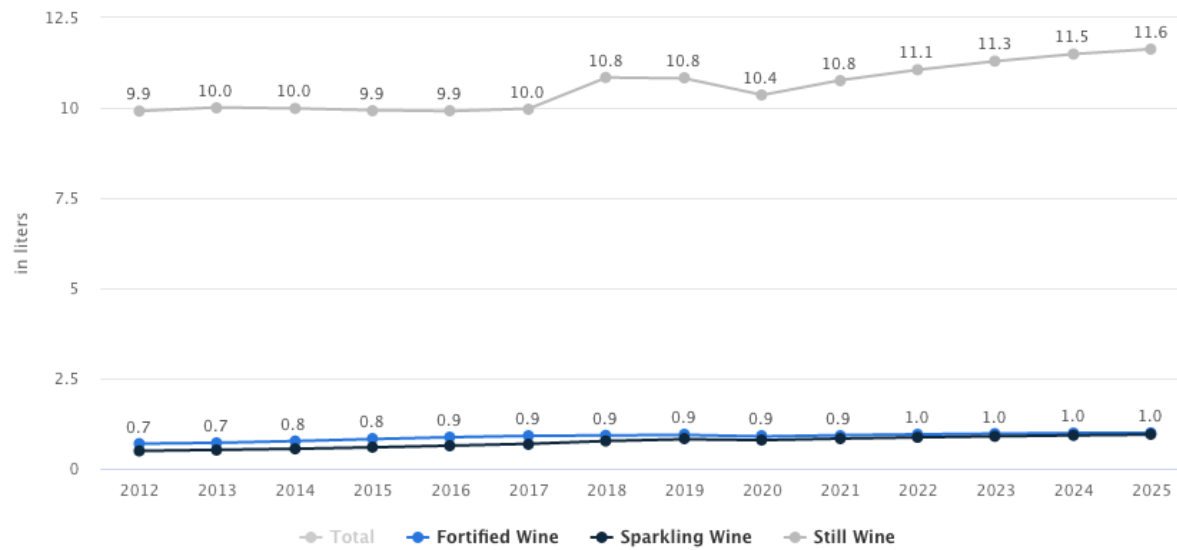
Insight: *"Wineries are no longer novel, you have to produce good wine."* With wineries established and those who did not make good wine out of the market, the future is expansion through experiences. Wine is something you enjoy while doing another activity such as painting, renting a private yurt for exclusive wine and food pairing experiences, or after an on-site yoga class.

PRICE PER UNIT



Statista (Forecast adjusted for expected impact of COVID-19)

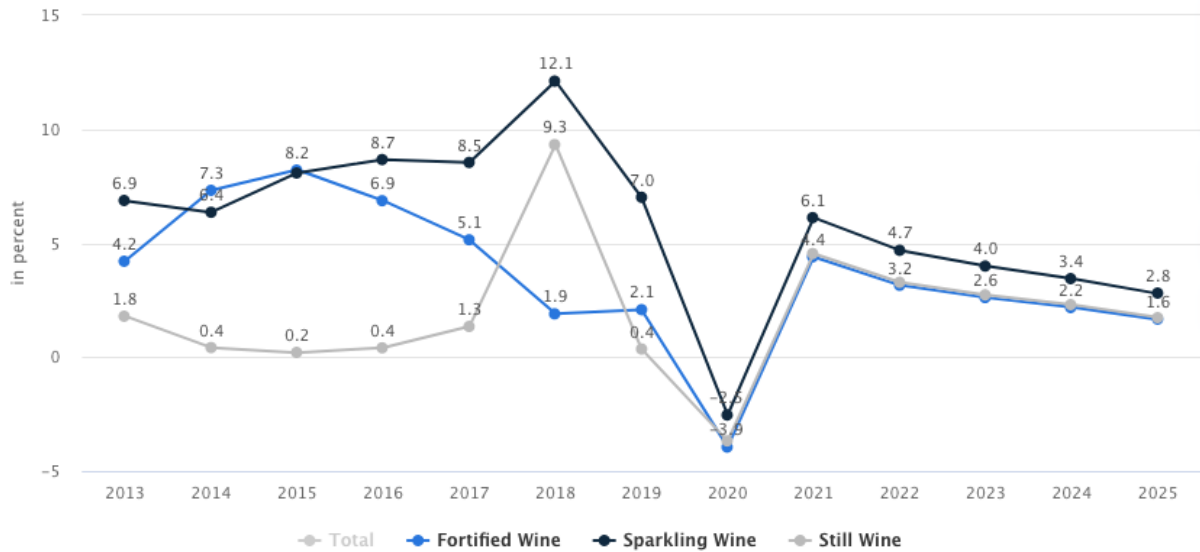
AVERAGE VOLUME PER CAPITA



Statista (Forecast adjusted for expected impact of COVID-19)

VOLUME BY SEGMENT

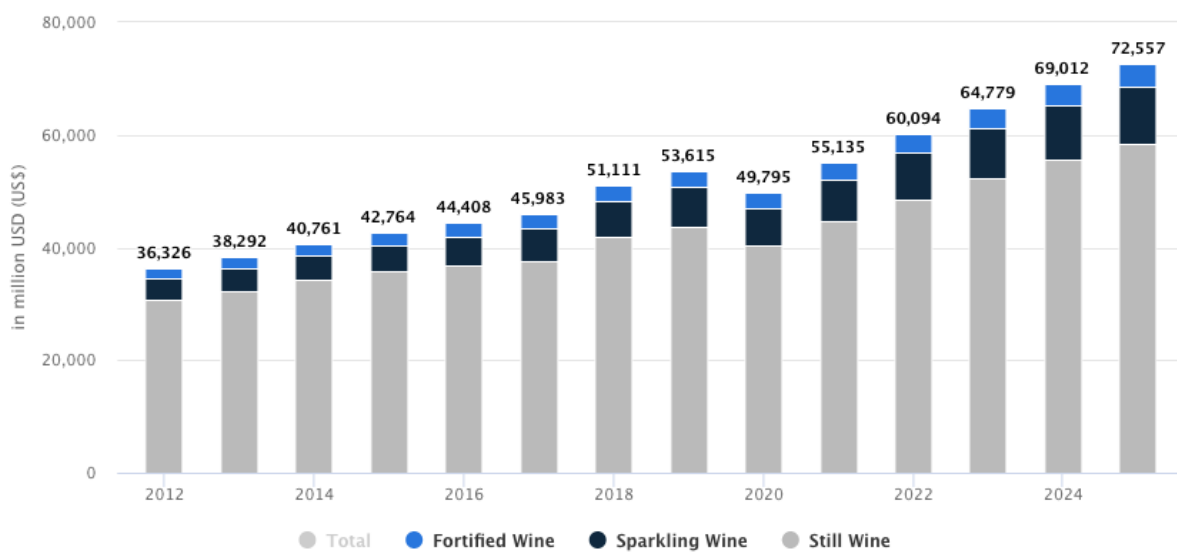
VOLUME GROWTH BY SEGMENT



Statista (Forecast adjusted for expected impact of COVID-19)

REVENUE BY SEGMENT

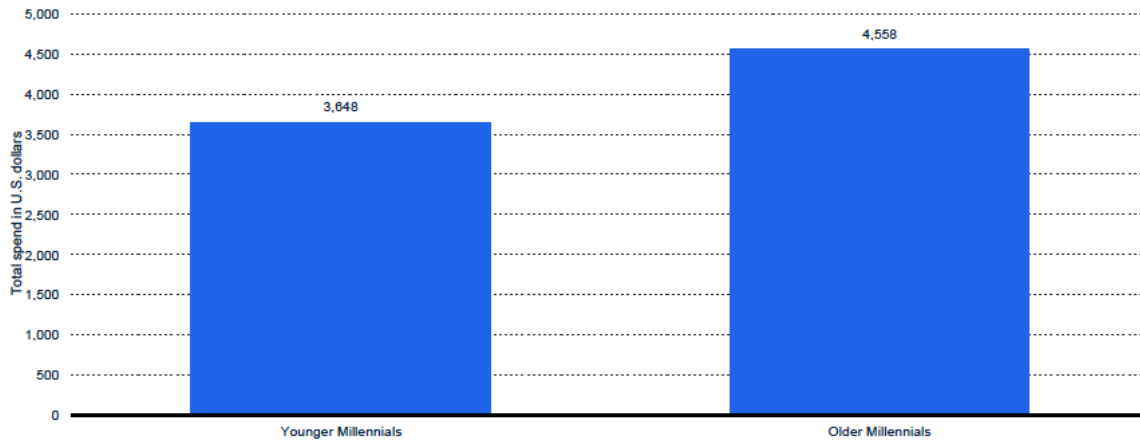
REVENUE CHANGE BY SEGMENT



Statista (Forecast adjusted for expected impact of COVID-19)

Average amount Millennial travelers from the United States are predicted to spend on travel in the next 12-months as of June 2018 (in U.S. dollars)

Average travel spend of U.S. Millennials in the next 12 months 2018



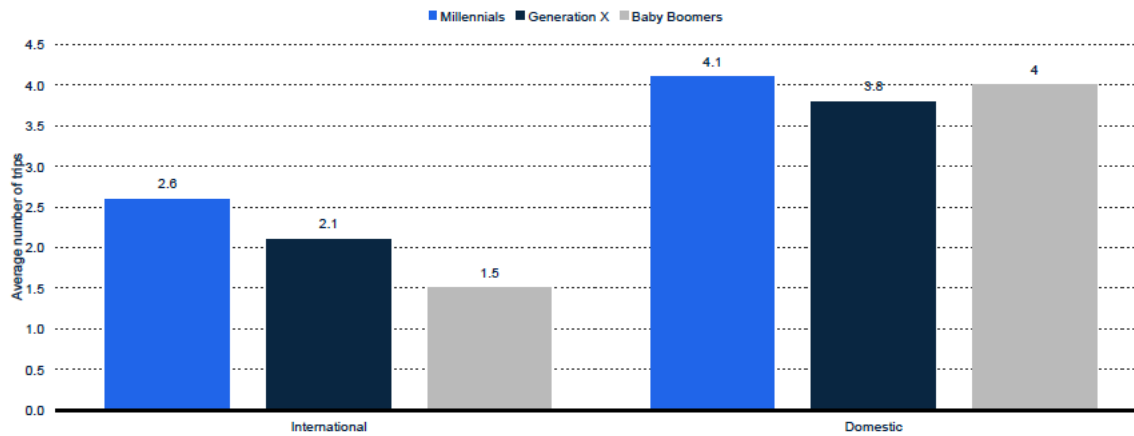
Note(s): United States; June 2018; 21-38 years; travelers who have taken a minimum of one vacation at least 75 miles from home, with overnight accommodation.
Further information regarding this statistic can be found on [page 31](#).
Source(s): MMGY Global; [ID 920664](#)

Industry overview **statista**

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Average number leisure trips travelers from the United States anticipate taking in 2018, by generation

Number of leisure trips U.S. travelers anticipate taking in 2018

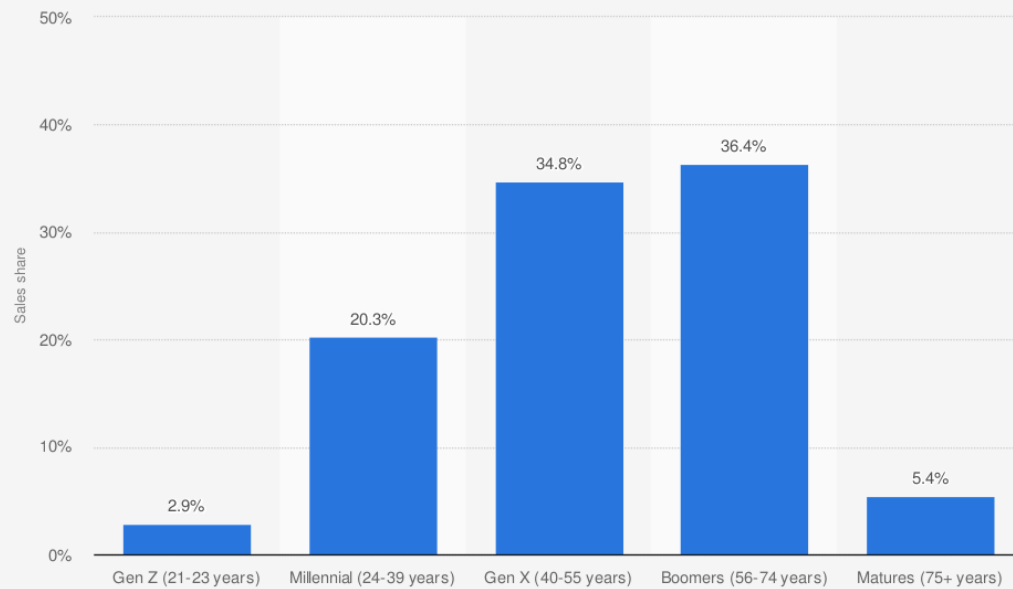


Note(s): United States; September 12 to 20, 2017; 20 years and older
Further information regarding this statistic can be found on [page 32](#).
Source(s): AARP; [ID 794498](#)

Industry overview **statista**

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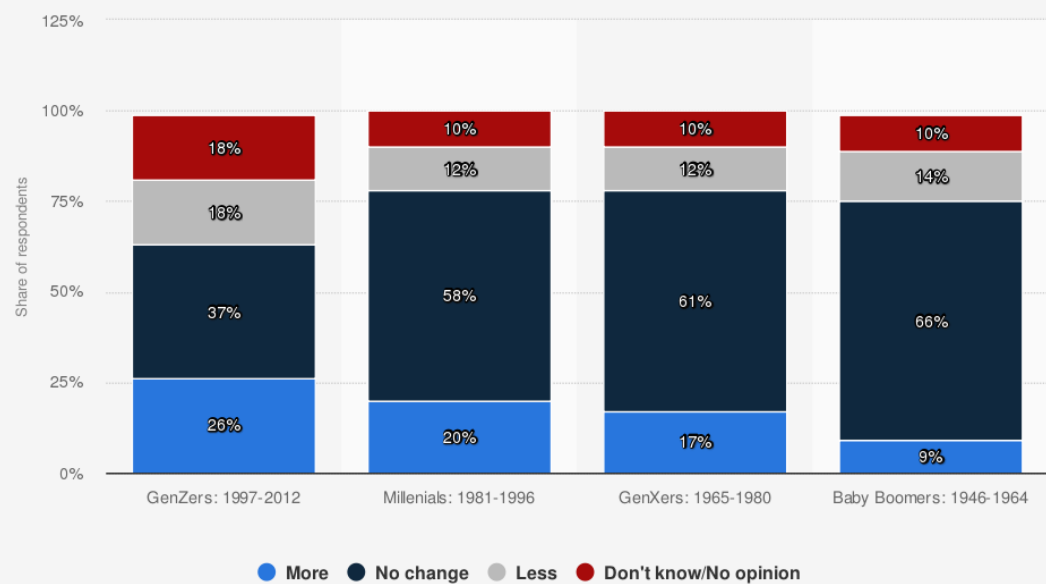
Wine sales share in the United States in 2020, by generation



Source
Silicon Valley Bank
© Statista 2021

Additional Information:
United States; Silicon Valley Bank; 2020

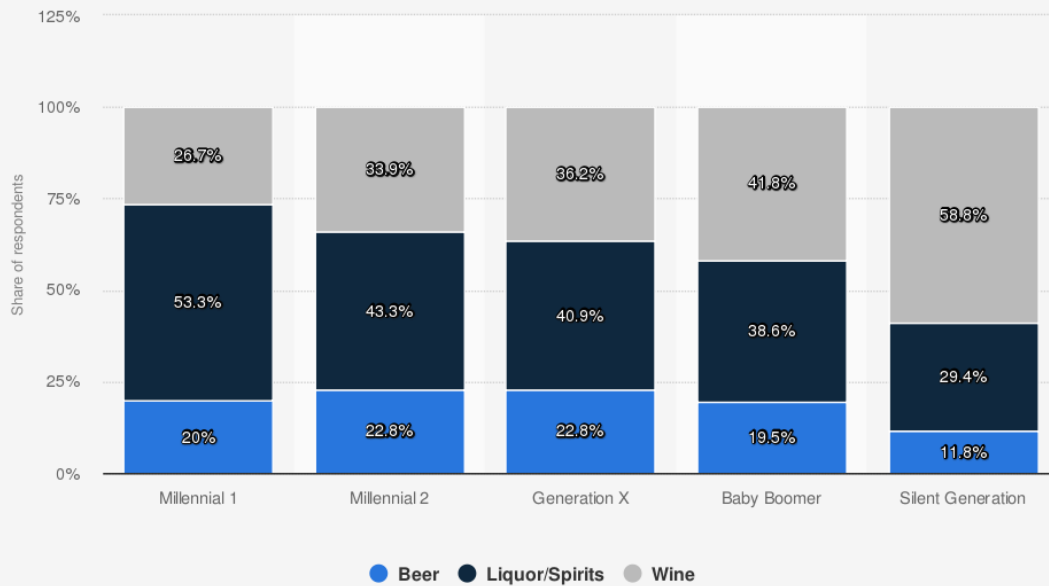
Expected change in consumer spending on alcoholic beverages due to the coronavirus in the United States in May 2020, by generation*



Source
Morning Consult
© Statista 2020

Additional Information:
United States; Morning Consult; May 21 to 25, 2020

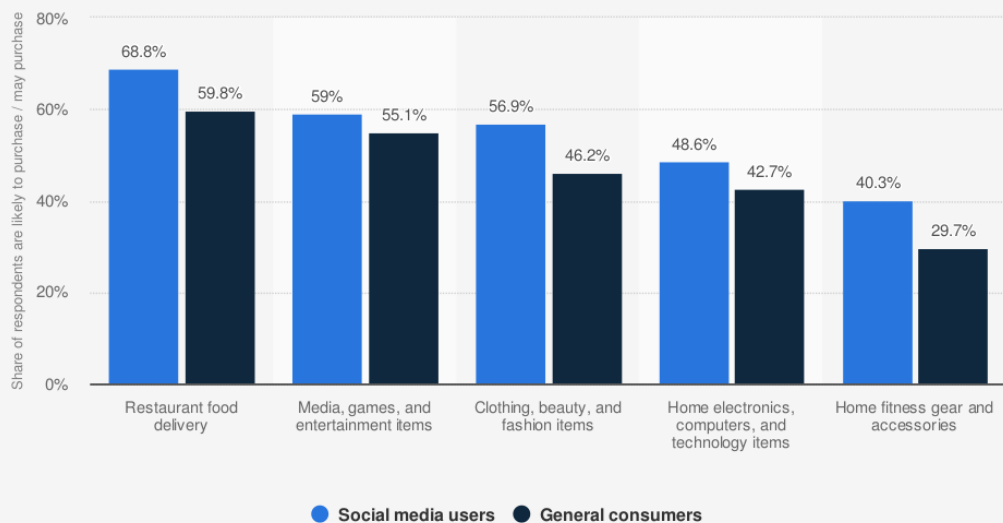
Favorite types of alcoholic beverages of consumers in the United States in 2019, by generational cohort



Source
TrendSource
© Statista 2020

Additional Information:
United States; April 25, 2019 to May 5, 2019; 1,006 respondents; 18 years and older

Share of general consumers and social media users in the United States who are likely to purchase discretionary items online due to coronavirus confinement as of March 2020

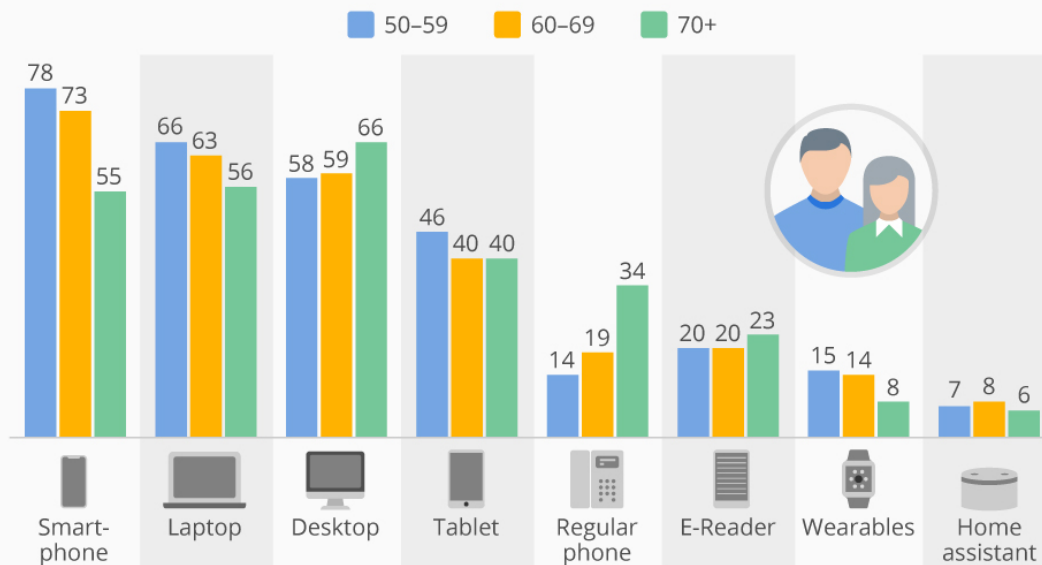


Source
Izea
© Statista 2020

Additional Information:
United States; March 12 and 13, 2020; Online survey

Baby Boomers Embrace Technology

Device ownership among Americans aged 50+ in 2017, by age group, in %



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Base: 1,520 U.S. respondents aged 50+; November 2017
Source: AARP

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HOW HAS TOTAL WINE CONSUMPTION FREQUENCY CHANGED IN 2020?

Total frequency of wine occasions has increased across all markets measured here since 2019, and this growth has been sustained through the period of Covid-related restrictions



Average number of times wine is consumed, combined on- and off-premise, per month amongst regular wine drinkers

Average consumption frequency (times per month) amongst regular wine drinkers in the US, UK, Germany, Australia, Canada, China and Sweden



Regular wine drinkers: Those who drink wine at least once a month or more. Exception China: All Chinese urban upper-middle class semi-annual imported wine drinkers
Source: Wine Intelligence Vinitrac® Global, Mar'19, Apr'20 (23rd March – 16th April), Aug'20 (16th July – 13th August), n=709 regular wine drinkers in each market

vinitrac

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